

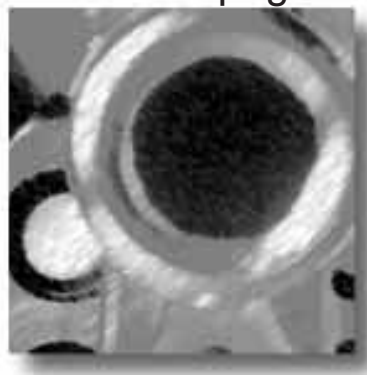
TIG *Brief*

THE INSPECTOR GENERAL OF THE AIR FORCE

JULY-AUGUST 1998



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Operationalizing Quality



You've undoubtedly heard the term or read about it in your favorite Air Force periodical but what does it mean and why is it important to you? First, let me assure you that this is not an inspector general program, nor is it another civilian corporate-world management fad making a pass through the Air Force. The Air Force is a world-class organization with tremendous management practices, embedded quality principles and most importantly — warfighting capability. Operationalizing quality is an Air Force-based program, focusing on our strengths, our mission and our people.

This initiative eliminates the stand-alone quality programs driven by quality Air Force assessments and

unit self assessments and embeds best practices into our daily tasks. It does this by establishing clearly defined missions that can be translated into actions. These missions form what are called mission essential tasks which identify what our total force should do, how it should do it and communicates the contributions of our officers, enlisted and civilian members. Validation will take three forms: 1) operational inspections to validate our readiness, 2) compliance inspections to verify our legal, environmental and safety obligations and 3) the new piece to the puzzle — task assurance. Task assurance provides daily measures of a unit's progress toward meeting its mission essential tasks through the use of meaningful

metrics. These metrics form the basis of management action from the squadron-level through the chief of staff of the Air Force.

Again, let me stress that this is not an IG program — it is an **Air Force** program. I encourage all of you to get involved and learn what's going on. If you haven't read the Chief of Staff's April 29, 1998 NOTAM on operationalizing quality, start there. You can access the NOTAM through Air Force Link's library or access it directly at <http://www.issues.af.mil>.

Operationalizing Quality is a program built by the Air Force, for the Air Force. It is the next step in embedding best practices in our daily mission execution. ♦


The Inspector General

Air Expeditionary Force Battlelab Profile

Information provided by the
Air Expeditionary Force Battlelab
DSN 728-AEFB

Located at Mountain Home Air Force Base, Idaho, is the Air Expeditionary Force Battlelab — one of six battlelabs established on July 1, 1997 by order of the Chief of Staff of the Air Force.

Its mission is to identify innovative ideas for commander-in-chief's employment of Air Expeditionary Forces and rapidly prove their worth for "Global Engagement" throughout the spectrum of warfare.

The battlelab is limited to a maximum of 25 people and is organized into three directorates — operations, support and logistics. Career fields range from pilots to logistics planners, communications and special operations forces. The goals at the AEF Battlelab are to identify high payback initiatives that reduce support structure, reduce response time or increase combat capability and effectiveness. They also aim to validate successful initiatives that will revise Air Force organization, doctrine, training, requirements or acquisitions to advance global engagement capabilities.

For more information regarding the AEF Battlelab and its initiatives or to submit your own ideas, visit the AEF web site at www.mountainhome.af.mil/AEFB. ♦



AEF Current Concept Initiatives

Common Boresight. Moving from commercially available equipment to boresight weapon and sensor systems on multiple aircraft platforms.

Harvest Phoenix. Using a lightweight, streamlined, deployable package of bare-base housekeeping assets to support an AEF.

Integrated Planning and Execution Capability. Automated site-survey, analysis and unit type code tailoring tools to support an AEF.

Expeditionary Operations Center Enroute. Technology allowing wing Expeditionary Operations Centers to perform mission planning functions while enroute to an AEF beddown location. Includes data retrieval and manipulation, collaborative mission planning, intelligence analysis and mission package production.

Next Generation Munitions Trailer. Combines the two current munitions trailers and is able to retract from 15 feet to 10 feet. Has a retractable towbar, fifth-wheel steering assembly, electric brakes and sealed axles.

in brief...

PERSONNEL ISSUE

Staff Sgt. Beth Wojahn

HQ AFIA/SDR/DP

DSN 246-1583

Give the member credit! If a member performs a TDY of 48 hours or more from CONUS to overseas and serves 300 days or more in a consecutive 3-year period, credit the member for a completed short tour and award a new overseas duty selection date to equal the date of return from the member's last TDY! Reference: Page 82, Table 19, Air Force Instruction 36-2110.

BODY PIERCING AND TATOOS POLICY

CSAF NOTAM

Right now, over 90,000 members of our expeditionary aerospace force are deployed or forward based. Last year, Air Force members served in 177 of the world's 188 nations, frequently as members of joint or combined operations. Our sister Services, allies, and friends around the world depend on our Air Force capabilities as part of our mutual efforts to share stability, to respond to crises, and to win in conflict. Not only must we be militarily competent; we must also portray the highest standard of professional appearance. Excessive or inappropriate tattoos, brands and body piercing can tarnish our image as a professional fighting force, not only in the many countries in which we serve but also in the eyes of the American public for whom we serve. Simply stated, the *Air Force leadership strongly discourages Air Force members from tattooing, branding or from piercing their body* because of associated health risks and the faddish image they present. However, if

members do, they must adhere to the standards outlined below. These standards will be published in an interim change to Air Force Instruction 36-2903, *Dress and Personal Appearance of Air Force Personnel*.

Tattoos/Brands Unauthorized (content):

Tattoos or brands anywhere on the body that are obscene, advocate sexual, racial, ethnic or religious discrimination are prohibited in and out of uniform. Tattoos or brands that are prejudicial to good order and discipline or of a nature that tends to bring discredit upon the Air Force are prohibited in and out of uniform. Any member obtaining unauthorized tattoos will be required to remove them at their own expense.

Inappropriate (military image):

Excessive tattoos/brands will not be exposed or visible (includes visible through the uniform) while in uniform. Excessive is defined as any tattoo/brands that exceed 1/4 of the exposed body part, and those above the collarbone and readily visible when wearing an open collar uniform. Air Force members with existing tattoos not meeting an acceptable military image should be required to (a) maintain complete coverage of the tattoos using current uniforms items (e.g., long-sleeved shirt/blouse, pants/slacks, dark hosiery) or (b) volunteer to remove the tattoo(s). Depending on the circumstances, commanders may seek Air Force medical support for voluntary tattoo removal.

Body Piercing In Uniform:

Members are prohibited from attaching, affixing or displaying objects, articles, jewelry or ornamentation to or through the ear, nose, tongue, or any exposed body part (includes visible through the uniform).

EXCEPTION: Women are autho-

rized to wear one small spherical conservative, diamond, gold, white pearl, silver pierced, or clip earring per earlobe, and the earring worn in each earlobe must match. Earrings should fit tightly without extending below the earlobe with the exception of the connecting band on clip earrings.

In Civilian Attire:

While on Official Duty:

Members are prohibited from attaching, affixing or displaying objects, articles, jewelry or ornamentation to or through the ear, nose, tongue, or any exposed body part (includes visible through clothing).

EXCEPTION: Women are authorized to wear one small spherical conservative, diamond, gold, white pearl, or silver pierced, or clip earring per earlobe, and the earring worn in each earlobe must match. Earrings should fit tightly without extending below the earlobe with the exception of the connecting band on clip earrings.

While Off Duty on a Military

Installation:

Members are prohibited from attaching, affixing or displaying objects, articles, jewelry or ornamentation to or through the ear, nose, tongue or any exposed body part (includes visible through clothing).

EXCEPTION: Piercing of earlobes by women is allowed but should not be extreme or excessive. The type and style of earrings worn by women on a military installation should be conservative and kept within sensible limits.

This guidance will provide a concise standard; however, installation or higher commanders still have the authority to impose more restrictive standards if necessary to address cultural sensitivities or mission requirements.

More on this subject in a subsequent *TIG Brief* Magazine. ♦

BE VIGILANT

The Threat Is Out There

“They said, ‘be vigilant, the threat is out there.’ But when the explosion went off and the building shook, my first thought was, ‘Oh, my God, it’s an earthquake.’ In those first moments, it didn’t even cross my mind that it was a terrorist attack. Thinking back, that should have been my first thought.”

Senior Airman Martie Capoeman, 39th Wing Public Affairs, Incirlik Air Base, Turkey, had only been in Dhahran, Saudi Arabia, for five days, her first deployment ever, when the bomb went off at Khobar Towers. Before Capoeman left for the desert, she sat through all the mandatory Office of Special Investigations briefings. Little did she know those briefings would become reality.

It has been two years since the terrorist attack killed 19 fellow airmen and scarred the hearts and lives of many others. But, it’s an event that will forever remind us that terrorism is a real-world threat that is continually on the rise.

As commanders, supervisors, inspectors and Air Force members you are constantly on the move. You may be a Security Forces commander during an operation, a flightline supervisor in Bosnia; you may be conducting an operational readiness inspection at a deployed location or a squadron

member stationed at an overseas location. Whatever the case may be, you are still prone to terrorist attacks — both in the continental United States and abroad.

According to the U.S. Department of State’s 1997 *Patterns of Global Terrorism*, approximately one-third of the attacks in 1997 was against

Tips for Travelers

- ❑ **Keep a low profile.** Your dress, conduct and mannerisms should not attract unwanted attention. Make an effort to blend into the local environment. Avoid publicity and stay out of large crowds. Stay away from civil disturbances and demonstrations.
- ❑ **Be unpredictable.** Vary your routes to and from work and the time you leave and return home. Vary the way you dress. Don’t establish scheduled patterns such as exercising at the same time and place each day and never exercise alone or on deserted streets or country roads. Let people close to you know where you are going, what you will be doing and when you will return.
- ❑ **Remain vigilant.** Be alert for anything suspicious or out of place. Don’t give out personal information over the telephone. If you think you are being followed, go to a pre-selected secure area. Immediately report all suspicious incidents to security forces or AFOSI.

Anti-terrorism Individual Protective Measures

U.S. targets. As members of the American military, you are especially vulnerable.

“Terrorism may seem like mindless violence committed without logic or purpose ... it isn’t,” said Brigadier General Francis X. Taylor, Air Force Office of Special Investigations commander. “Terrorists often attack soft and undefended targets, both people and facilities, to gain political objectives they feel are out of reach by other less violent means.”

Terrorists are generally ideological extremists who use violence or the threat of violence to further their cause. Most terrorists and their leaders are generally politically motivated, well educated and can be of any race, culture or ethnic background. Bombings, whether packaged as a letter or delivered in a vehicle, tend to be the most common acts. Kidnapping and hostage taking also continue to be a major form of terrorist activity. While performing your duties or traveling with your family, remember to remain vigilant and take precautions to protect yourself and your family — the threat is out there.

To obtain more detailed information about anti-terrorism tips, contact your local Office of Special Investigations. ♦

Information for this article was compiled from the Air Force Office of Special Investigations’ Family Protection Pamphlet.

At all times

- ☐ Vary eating establishments and alternate shopping locations.
- ☐ Know how to use the local phone system and carry “telephone change.”
- ☐ Know emergency numbers for the local and military police, ambulance and hospitals.
- ☐ Know the location of the nearest U.S. Embassy and other safe houses.

Bomb incidents

- ☐ Be suspicious of objects found around the house, office or auto.
- ☐ Check mail packages for
 - ♦ An unusual odor, too much wrapping, bulges, bumps or odd shapes.
 - ♦ Incorrect spelling or poor typing.
 - ♦ Protruding wires or strings.
- ☐ Isolate suspect letters or packages. Do not immerse them in water. Doing so may cause them to explode.
- ☐ Clear the area immediately and notify your chain of command.

At airport terminals

- ☐ Use concealed bag tags.
- ☐ Spend as little time as possible in airports.
- ☐ Remain alert. Be a “people watcher.”

At hotels

- ☐ Do not give room number to strangers and lock your door.
- ☐ Keep your room key in your possession at all times.

From domicile to duty

- ☐ Alternate parking places and lock car when unattended.
- ☐ Look for tampering. Look under your auto.
- ☐ Alter routes and plan an “escape” route as you drive.

Return to Compliance

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As a result of the Chief of Staff of the Air Force's February 1997 Blue Ribbon Commission on Organizational Evaluations and Awards, several changes were made to the Air Force inspection system. In April 1998, based upon the commission's recommendations, the Air Force Inspection Agency, Kirtland Air Force Base, New Mexico, began conducting compliance inspections for field operating agencies and direct reporting units. The purpose of these compliance inspections is to ensure that Air Force units are performing all actions required by U.S. laws, executive orders and Department of Defense directives. Compliance inspections will occur every three years and cover five areas:

1. environmental,
2. intelligence oversight,
3. safety,
4. contracting and
5. command, control, communications and computers.

These mandatory Compliance Inspection Items are listed in Air Force Instruction 90-201,

Inspector General Activities, attachment 6. Each item is further broken down into sub-items that serve as the focus of the inspection. A compliance inspection team from the Inspection Agency, armed with detailed checklists with input from major commands, evaluates the items. These checklists ensure that units are within the legal limits of the law. They can be found on the Inspection Agency's *Compliance Inspection Support Page* located at www-afia.saia.af.mil.

In an effort to reduce unnecessary inspections performed at each unit, the Inspection Agency is requesting that field agencies and reporting units provide results of comparable inspections, unit metrics and self assessment results in accordance with Air Force Instruction 90-201 prior to the team's visit. If these documents prove to be thorough enough to assess compliance, the agency will not inspect that item. Also, some compliance items may not apply to smaller units; therefore, an inspection of these areas is not necessary.

Once an inspection is complete, results are documented in

the areas of findings, comments and best practices. Findings are items that the unit must change to ensure compliance with laws or regulations. Comments are suggestions for improvement and do not indicate serious flaws exist in required programs. Compliance inspection teams will identify best practices and develop a short description for each one using Air Force Instruction 90-201, attachment 7, Air Force Best Practice Reporting Format. Information and points of contact for these best practices will be maintained and disseminated by the Air Force Center for Quality and Management Innovation, Randolph Air Force Base, Texas.

In most cases, units will be given 90 days to provide a documented remedy for each finding and the Inspection Agency will track responses until they are resolved. For more information and answers to questions regarding compliance inspections, please call the Air Force Inspection Agency Field Operations Directorate, Operations Inspection Division at DSN 246-1801. ♦

Unit Compliance Inspection Items

Environmental

- a. Evaluate managerial policy and program infrastructure.
- b. Evaluate Environmental Compliance Assessment and Management Program to include review of most recent management action plan.
- c. Check environmental impact analysis process to assess whether decision-makers are protecting the environment.
- d. Evaluate participation in installation's Pollution Prevention Program to include recycling, affirmative procurement, waste minimization, hazardous material source reduction, hazardous material pharmacy, opportunity assessments, alternative fuels vehicle program and pollution prevention management plans.

Intelligence

- a. Assess compliance with the rules and procedures pertaining to collecting, retaining and disseminating intelligence on U.S. persons.
- b. Evaluate whether an adequate intelligence oversight program is in place.

Safety

- a. Assess adherence to safety guidelines and procedures.
- b. Assess explosive safety program to ensure mission success; i.e., that an accidental explosion won't destroy mission capability.

Contracting

- a. Evaluate whether procedures are conducted according to applicable laws, directives and instructions.
- b. Check contractor compliance with contracts and statements of work.
- c. Assess the installation's plan for continuation of contractor services during crises as required by DoDI 3020.37, AFM 64-108 and AFRPD 10-4, paragraph 3.5.

Command, Control, Communications and Computers

- a. Assess adherence to information protection policies and procedures.
- b. Evaluate physical control and accountability of information systems and equipment.
- c. Evaluate compliance with software copyright provisions.
- d. Evaluate compliance with regulatory guidance regarding communications-electronic equipment inventory, status and utilization reporting.

TIG Bits...

Lessons from

Air Combat Command

Supply Discipline

In an effort to ensure a deployment's success, unit personnel developed and deployed an unauthorized mobility spares kit. Over 200 aircraft parts were canned to support the unit's MRSP and MSK. Over 125 of those parts were used to build an MSK consisting of items not authorized in their MRSP and MICAP replacements were requisitioned for home station aircraft. In addition to the increased transportation changes incurred to transport six additional pallets of MRSP/MSK to and from the deployed location, MICAP requisitions took critical aircraft parts from other Air Force units. These actions could also create an excess of two-thirds level maintenance reparable at home station, further increasing pipeline shortages and transportation charges for redistribution. The major command staff immediately implemented procedures to preclude similar abuses of the supply process. Don't let the desire to succeed get in the way of doing it right.

Air Combat Command

Maintenance of Weapons

During the past year, we identified negative trends in the maintenance of weapons. It is the user's or weapons custodian's responsibility to ensure weapons are inspected, maintained and properly documented according to ACCR 67-2. The user must also have a close working relationship with the Combat Arms Training and Maintenance personnel to ensure inspection schedules are developed and maintained according to Air Force Instruction 36-2226, *Combat Arms Training and Maintenance Program*.



the field

Air Combat Command

Inventory and Maintenance of Mobility Bags

Trends in inventory and maintenance of mobility bags cause concern. Mobility A and B bag items are unit funded (O&M) and should have visibility in the annual budget. All mobility bag requirements must be on hand or on order and should be loaded in the Mobility Automated Inventory and Tracking System and reported to HQ ACC monthly. DWDE assets are also tracked and reported in the MAITS where shelf-life data should be closely monitored to ensure unserviceable items are identified and replaced. Additionally, all shortages should be reported in SORTS. This is a critical force protection issue — put and keep it on the front burner.

Air Mobility Command

Security Programs

Successful opposing forces in Air Mobility Command have agreed to share stories that highlight serious shortcomings in unit security programs. This tip is featured on the next page.

Air Combat Command

Integrated Site Design and Implementation Technique

Just prior to the Air Control Squadron's deployment for a Phase I Operational Readiness Inspection, a storm system rendered their designated deployment location unusable. Their computer aided designed program that provided relational overlay maps of all squadron assets, including the integration of all support equipment, hardening and camouflage saved the day. Armed with a transit and laser range finder, the ADVON team was able to transcribe the exact site plan to the new deployment site without relying on the landmarks with which they had practiced. This integrated site design and implementation technique accelerates site design, redesign, coordination and setup procedures. It also increases accuracy and repeatability, facilitates continuous improvement and allows planned integration of follow-on forces within the site layout. Establish a process to review command best practices — there is one out there that may save your day.

Air Mobility Command Security Programs

This month, a couple of our successful opposing forces have agreed to share stories that highlight serious shortcomings in unit security programs. The following stories are true, with the names changed to protect unit identity.

Unit security at Heartbreak Air Force Base successfully apprehends OPFOR — but not before this innocent-looking “terrorist” talked her way into the crisis action



Opposition force member caught.

team area and onto the flightline with no identification card, no line badge and no uniform; just a semi-plausible story and a concealed weapon. Busy personnel were too

distracted to follow established procedures and paid the ultimate price as OPFOR “eliminated” the vice wing commander, many of his senior staff and some very expensive real estate and equipment.

How about the lack of security awareness encountered by this terrorist team? The first member of the team entered the 12345th Fictional Wing’s messing area in civilian clothes

and tried to get a meal at the mobile kitchen trailer. They turned him away because he didn’t have the proper ID; however, he was able to walk into the dining tent, pick up an apple, sit down and strike up a conversation. It’s amazing what he learned in a short period of time — the lodging location of unit aircrew and the wing

commander and the entire redeployment airflow. Later, another member of the OPFOR walked up to the MKT and asked if they needed any help. The unit put him to work on the serving line.

Lessons Learned

The enemy doesn’t always look like an enemy. People just look like people.

The enemy doesn’t always “charge” the front gate with weapons blazing; they may walk in through the back door and try to blend in.

If you are too busy to follow established procedures, you are a particularly vulnerable target.

Troops tend to let their guard down when they get back to their tent. There are no duty hours when it comes to practicing vigilance, communications security and operations security. ♦



Mobile kitchen trailer.



The following are the most recent Air Force Inspector General's Eagle Looks, formerly known as Acquisition Management Reviews and Management Reviews. The information in this section is general in nature and contains only the purpose and scope of the reviews. We do not include specific findings or recommendations because they are privileged information.

These reports are privileged documents of the secretary of the Air Force and for official use only. Our policy is not to transmit them by E-mail because the information would travel on unsecure systems. However, Air Force organizations may request a copy of acquisition management reviews by calling Ms. Melissa Stratton at DSN 246-1672, strattom@kafb.saia.af.mil, or writing her at HQ AFIA/AI; 9700 G Avenue SE, Suite 380D; Kirtland AFB NM 87117-5670. Air Force organizations may request a copy of management review reports by calling Mr. Gary Willis at DSN 246-1972, E-mailing him at willisg@kafb.saia.af.mil, or writing him at HQ AFIA/FO; 9700 G Avenue SE, Suite 377C; Kirtland AFB NM 87117-5670. Agencies outside the Air Force desiring a copy of any of these reviews should contact SAF/IGI by dialing DSN 227-5119 or commercial (703) 697-5119.

Management Review of Awaiting Parts Program, PN 97-608,

evaluated the AWP program and its effect on combat readiness and impact on agile combat support. The team visited 17 bases representing seven major commands, 14 active duty Air Force field-level units, three Air Logistics Centers and two Air Force Reserve component units. Thirty-four additional bases provided data for the overall analysis. The team reviewed:

1. Air Force and major command policy, guidance, management and training and its impact on AWP.
2. Analyzed length of time assets were in AWP status and its impact on readiness.
3. Evaluated major commands' role and support in AWP program management.

4. Evaluated field-level visibility, follow-up actions and local repair capabilities.

5. Evaluated customer responsibilities in AWP program management.

6. Evaluated the AWP program at Regional Repair Facilities.

7. Identified best practices.

(HQ AFIA/FOL, Senior Master Sgt. William R. Miller, DSN 246-2064)

Management Review of Controls and Procedures for Special Functions and Catering in Air Force Clubs, PN 97-604, determined if Air Force clubs are consistently and effectively managing special function and catering

operations. The team visited 14 organizations representing five major commands and two Air Force direct reporting units.

The team:

1. Reviewed Air Force and major command guidance and base-level application.
2. Reviewed special function and catering contracts.
3. Reviewed menu pricing and evaluated food costs.
4. Examined the use of appropriated funds for official functions.
5. Reviewed club financial information used in operational analysis and comparisons.
6. Evaluated marketing, advertising and promotion of the club's catering function.

(HQ AFIA/FOS, Lt. Col. Jan C. Gardner, DSN 246-1969) ♦

Editor's Note: This is the first in a two-part series on Health Services Inspection evaluation criteria and scoring processes.

Demystifying Health Services Inspections

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Often a sense of “mystery” surrounds medical inspectors and how they determine a unit’s score during a Health Services Inspection. In fact, scores aren’t pulled out of a hat, don’t appear out of thin air and the words “abracadabra” definitely don’t apply.

The “magic” behind health inspection scores is compliance. The unit being inspected has the opportunity to research inspection criteria days, weeks or months prior to an inspection team’s visit. Understanding what an inspection team will evaluate and how they will score units based upon pre-established criteria unravels the “mystery.” The trick is to

access the Air Force Inspection Agency’s Health Services Inspection Guide on-line. Use of this guide as an “open-book test” prior to an inspection is highly encouraged.

This comprehensive guide is intended to provide a document that shows what will be inspected by the Air Force component, while striving to avoid overlap with the Joint Commission on Accreditation of Healthcare Organization’s survey areas. The guide should be used in conjunction with, not in lieu of, the JCAHO’s Comprehensive Accreditation Manual for Hospitals, Ambulatory Health Care and other manuals based on the services of the medical organization. These tools are also readily

available through the JCAHO.

The Health Services Inspection Guide is broken down into four divisions: military leadership and executive management, medical readiness, operational and preventive health services, and healthcare support. Each division is then further broken down into elements and areas which provide extensive lists of what is inspected and what the evaluation and scoring criteria are. For example, information regarding aircrew health can be found under the Operational and Preventive Health Services division. Specifically, you will be able to determine, through the pre-established evaluation criteria, a majority of the items you must be in compliance with



COMMANDERS

for certain aircrew health programs, such as the Aviation Soft Contact Lens Program. Evaluation criteria under the Health Services Inspection program include accurately identifying all aviators using soft contact lenses.

Compliance information is laid out in front of you. The guide is a great tool for determining compliance well before the inspection team arrives. It can also help reduce stress associated with preparing for an inspection.

The guide and protocols are periodically updated to reflect procedural changes in the medical environment, will vary based on feedback received from the agency's customers and will help lead inspectors and units into a new era in which on-site inspections will be the exception rather than the rule. In addition to the on-line guide, the web site offers access to reference documents, data extraction tables and other accessories

to assist units in preparing for an inspection.

The guide provides you with an extensive but not an all encompassing list that will be evaluated during a Health Services Inspection. Remember that you are still required to follow all Air Force instructions, directives, policy and major command-specific standards. We encourage you to call the Inspection Agency's medical operations directorate if you have any questions regarding compliance items and or inspections.

To access the agency's Health Services Inspection Guide, visit our web site at <http://www-afia.saia.af.mil>. Also, a health inspection discussion board is available through the "Forums" portion of the web site. Here you can discuss changes and give comments and suggestions of different health assessment topics. For more information regarding health inspections, E-mail us at hqafiasg@kafb.saia.af.mil. ♦

There is no mystery behind health inspection scores.

If your unit is being inspected, you have the opportunity to research inspection criteria days, weeks or months prior to an inspection.

Access AFIA's Health Services Guide on-line and use it as an "open-book test" prior to the inspection. Once you visit the web site at www-afia.saia.af.mil, click on Medical Operations. It's listed under Active Duty Support Documents and Air Reserve Components Support Documents.

Use the guide in conjunction with the JCAHO's Comprehensive Accreditation Manual for Hospitals, Ambulatory Health Care and other manuals based on the services of the medical organization.

Fraud in the Air Force



Capt. Steve Murray
AFOSI/PA DSN 297-4728

The Air Force Office of Special Investigations investigates all types of fraud cases against the government. Fraud costs the Air Force millions of dollars annually. Most of our fraud investigations are in the procurement area: product substitution, diversion, mischarging, conflicts of interest and bribery. Other types of fraud involve military and civilian members who have been caught cheating the Air Force. In these budget-tightening days, the impact of fraud, waste and abuse is felt throughout the Air Force and we should all accept the responsibility to prevent it at every opportunity. Mutual command and AFOSI support, coupled with teamwork, are essential for successful prevention, detection and neutralization of fraud. Here are some examples.

Cost Mischarging and Defective Pricing

Subject: DoD Contractor

Synopsis: A DoD subcontractor on a \$100 million Air Force program was awarded a contract to provide power generators for a defense system used by the Royal Saudi Arabian Air Force. The AFOSI investigation revealed the subcontractor and four corporate officers conspired to defraud the government on a subcontract modification. They obtained bids for stainless steel piping required by the subcontract even though they knew at the time of award this material was not suitable for the location. The company later submitted a valued engineering change proposal calling for silicon piping, which was approved. When the government asked for the cost difference between the proposals, the company reported there was none. The investigation disclosed the company made a windfall profit on this change as the silicon-based piping was much cheaper. The employees tried to

conceal this by making false statements/false certifications to the prime contractor and the Air Force, resulting in a \$5 million loss to the government.

Result: The company pled guilty in federal court and agreed to pay \$7 million in fines and restitution to settle criminal and civil charges. Three of the employees were also ordered to pay \$200,000. Charges against the fourth employee were dismissed based on the expiration of the statute of limitations.

False Claims and Cost Mischarging

Subject: DoD Contractor

Synopsis: A DoD contractor allegedly overcharged the government to maintain and repair equipment tooling used to manufacture the C-17 cargo aircraft under a military contract.

Result: The company paid the U.S. government \$2 million to settle the allegations. This agreement settled a lawsuit filed by a former employee of the business under the Qui Tam provision of

the False Claims Act. This was a joint investigation led by AFOSI with the assistance of the Defense Criminal Investigative Service.

False Certification and Product Substitution

Subject: Aircraft Fasteners Manufacturer/Dealer

Synopsis: The company was a supplier of commercial and aerospace fasteners used on various military projects. Contractors ordering fasteners for military projects typically ordered military specification fasteners. The dealer knowingly filled many of those orders with commercial grade fasteners not meeting the higher degree of inspection and testing required under the military specification.

Result: The manufacturer/dealer pled guilty to mail fraud and was fined \$100,000. The Naval Criminal Investigative Service, the AFOSI, and the Defense Criminal Investigative Service conducted this investigation. ♦

Summary of Recent Audits



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The Air Force Audit Agency provides professional and independent internal audit service to all levels of Air Force management. The reports summarized here discuss ways to improve the economy, effectiveness and efficiency of installation-level operations and, therefore, may be useful to you. Air Force officials may request copies of these reports or a listing of recently published reports by contacting Mr. George Mellis at the number below, E-mailing to reports@af.pentagon.mil, or writing to HQ AFAA/DOO, 1125 Air Force Pentagon, Washington DC 20330-1125.

Management of Emergency Room Medical Services

Contracts. Auditors evaluated whether the contractor met emergency room medical service contract work statement provisions. The proper administration and oversight of the ER physicians' and nurses' contract clauses decreases the risk of obtaining substandard health care, helps provide adequate protection against contagious diseases, and helps decrease liability in malpractice claims. The auditors found problems in documentation of criminal background checks, contract nurse credentials, physician and nurse immunization and health status, and contract nurse health exams. Management worked with auditors to collect and validate the proper documentation and to ensure that the condition would not recur. *(Report of Audit 25098006)*

A recent audit of the **Economy and Efficiency of Air Refueling Operations** at an Air

National Guard base identified improvement areas in allocating fuel resources. Audit assisted management by recommending procedures to determine the correct level of fuel support required for each mission, and monitor and analyze fuel consumption data on a routine basis. The commander implemented procedures to reduce future fuel consumption by \$935,000. Further, audit noted that aircraft commanders did not always provide scheduling personnel with accurate and complete fuel consumption data after completing each training sortie. As a result, management implemented procedures to improve reporting of aircraft fuel consumption data that will help commanders assess and improve the overall efficiency of assigned air refueling systems. *(Report of Audit 51898002)*

Civil Engineering Material and Equipment. Civil engineering personnel and auditors

teamed together at an Air Force Materiel Command test center to improve management over \$3.6 million of material and equipment obtained annually through the Civil Engineer Materiel Acquisition System and the International Merchant Purchase Authorization Card process. Auditors provided 20 recommendations to improve internal controls including: (1) establishing controlled access to storerooms, (2) maintaining records of storeroom keys and cipher lock combinations, (3) assigning responsibility for physical inventories, (4) implementing adequate separation of duties, (5) processing reports of survey, (6) limiting access to accountable records, (7) turning in low use inventory, and (8) properly using IMPAC cards. Management's timely corrective actions should help ensure purchases are appropriate and inventory losses are minimal. *(Report of Audit 40298004) ♦*



Identifying and Framing Allegations

The most important step in an investigation

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Inspcctors general, investigating officers and the attorneys who advise them must understand that clearly and concisely identifying and framing a complainant's allegations are the most important steps in conducting an investigation. Allegations provide an investigating officer with a road map directing them to relevant witnesses, documents and other evidence. If the road map is poorly drawn, then the investigation will not answer the complaint and another investigation will have to be conducted.

It's not easy for inexperienced IGs or attorneys to read through a complaint for the first time and spot all allegations that fairly encompass it. Complainants may not clearly explain their allegations and may discuss many issues that are appropriately considered background information or "the story." While identifying and framing allegations is the most important step in a complaint investigation, it's not easy.

What is an allegation?

Air Force Instruction 90-301, *Inspector General Complaints*, Feb. 1, 1997, attachment 1, defines an allegation as "[a] declaration or assertion made without proof concerning an individual or a detrimental condition. A complete allegation normally includes who or what system the allegation is against; what was done wrong; and what standard (policy, instruction, etc.) it violated. Allegations must be worded in such a way that substantiation represents an impropriety."

The *Investigation Officer's Guide*, Dec. 1, 1996, published by the Secretary of the Air Force Inspector General Inquiries Directorate, says in paragraph 1.6 that "[a] properly framed allegation is a proposition to be proved or disproved during your investigation and contains the following three parts: (1) a named individual (the subject(s)); (2) committed or omitted an action; (3) in violation of a clearly defined Air Force standard, i.e., a regulation, directive, or policy." In

other words, who did what in violation of what standard?

How do you frame an allegation?

The following tips will help guide you during the process of framing an allegation.

- ☐ Carefully read and reread the complaint, trying to identify what standards have allegedly been violated.
- ☐ Use your experience and training to brainstorm for violations of standards described in or fairly encompassed by the complaint. If you can, brainstorm the first few times with an experienced IG.
- ☐ Research relevant law, directives and instructions.
- ☐ Consult with technical experts (remember to follow the guidance on confidentiality in Air Force Instruction 90-301).
- ☐ Consult your staff judge advocate.

Not only will the efforts described above help identify all of the allegations in a complaint and provide an investigation the proper direction, they will also help the investigator become an

expert on the issues. Good, effective investigators are experts about the issues they expect to encounter when questioning witnesses. Identifying allegations helps them gather all relevant information and avoid interviewing witnesses several times.

After identifying the allegations, they must be properly framed. Remember, the general guidance is who did what in violation of what standard.

❑ State the standard specifically. It is not adequate to state, “Capt. X, during March 1998, failed to enforce safety standards on the flightline.” The allegation should read, “Capt. X, during March 1998, failed to enforce safety standards on the flightline, *in violation of Air Force Instruction XX-XXX, paragraph x.x.*” The standard may be a statute, a policy, an article of the Uniform Code of Military Justice or what lawyers call the “reasonable person” standard. If you are using an article of the UCMJ, you should discuss your investigation of the allegation with the staff judge advocate to ensure the IG is properly investigating it and not jeopardizing any future criminal investigation.

❑ Do not include in the same allegation more than one subject or several violations of the standard on different occasions. One goal of every investigation is to either substantiate or not substantiate the allegations, depending on the facts. While Air Force Instruction 90-301 allows an investigator to reach a finding of inconclusive, that finding does not help the complainant, the subject or the Air Force. There is no

resolution of the complaint. Therefore, you should avoid framing allegations that readily lead to a finding of inconclusive. Limit an allegation to a single subject and violation on just one occasion. The instruction also does not provide for a finding of “partially substantiated.” If an investigator feels compelled to reach that finding, it usually indicates a poorly framed allegation.

❑ Review the allegations with the complainant. Many of the complaints received by an IG are not models of clarity. The complainant clarification interview, which should be the first interview conducted by the investigating officer, gives the complainant an opportunity to clarify or add to the allegations. This will help avoid a later challenge by the complainant that he or she had additional allegations that were not addressed or allegations that were not accurate. Finally, the IG and the

assisting attorney should ask five general questions about the draft allegations. These questions provide them an opportunity to step back, take a breath and make sure that the IG is investigating the right allegations for the right reasons.

The quality of most IG investigations can be traced to accurately identifying and framing allegations. Mistakes here lead to the investigating officer failing to identify and investigate all allegations or missing key elements of allegations because they were poorly framed. In my experience, this is a recurring, persistent problem that demands increased attention. Our clients — the complainant, subject and appointing authority — rely on our mature judgment and expertise to get the job done right the first time. Properly identifying and framing the allegations are the foundation of a successful investigation. ♦

Important Questions to Ask Regarding Drafting Allegations

1. Do the initial complaint, complainant clarification interview and reasonable inferences drawn therefrom provide allegations of wrongdoing?
2. Do the allegations as framed allege wrongdoing, i.e., a violation of law, regulation or policy?
3. If the findings are substantiated or not substantiated, will the findings resolve all of the questions raised by the allegations?
4. Do the allegations address matters properly within the purview of the IG? (Serious criminal matters should not be investigated by the IG.)
5. Is there any reason the IG should not become involved in the inquiry?



Did you know?

Air Force Issues is a web site designed to provide Air Force members the latest information on where the U.S. Air Force stands on key issues that affect our branch of the armed forces. Notices to Airmen will be posted to this web site 30 days after AF/CCX E-mails them to the chain of command. NOTAMS will only be posted on .af.mil domain-restricted web sites. Visit the Air Force Issues web site at www.issues.af.mil.